



“RENEWING *the* PROMISE *of* SYRACUSE”

A 50 Point Plan for a 21st Century City

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the HISTORY

Syracuse is a community born of profound change. Once just a series of small independent hamlets, the City of Syracuse emerged in the 19th Century as a thriving, cutting edge community forged by innovation and leadership in industry, culture and social activism, and signature architecture. Nestled between the drumlins and waterways first settled by the people of the Onondaga Nation, Syracuse quickly rose from a small agricultural settlement to one of America's major urban centers.

Syracuse became a national leader in salt production and this resource helped draw the construction of the Erie Canal directly through the heart of downtown Syracuse. The presence of the Canal helped to catalyze the City's economic growth and with other regional connections including the Genesee Turnpike, the Onondaga Creek, the Oswego Canal, and the New York Central and the Delaware, Lackawanna, & Western Railroads Syracuse quickly became the geographic crossroads of New York State and the American northeast. Syracuse's booming economy and the exchange and incubation of ideas that took place here in the late-19th and early-20th centuries, brought new ventures in business and engineering. New technologies were invented and produced in Syracuse including development in electronic equipment, the typewriter, the automobile, and many others.

Syracuse also became a capitol city in the abolitionist and women's rights movements of the mid- and late-nineteenth century. Syracuse was home to heroes like Reverend Jermain Loguen, Gerrit Smith, and Matilda Joslyn Gage and legendary stories like that of the Jerry Rescue. President Abraham Lincoln even made a stop in Syracuse in 1861.

Concurrent with Syracuse's major economic and cultural growth was the birth of its architectural heritage including the major works of Horatio White, John Lyman Silsbee, and Archimedes Russell. Iconic structures like the Gridley Building on Clinton Square, the White Memorial Building, Crouse College, and the Onondaga County Court House were built in this period and many of our proudest structures still stand as monuments to this era of creativity and prosperity.

The post-World War II period brought a very different kind of change to Syracuse and other industrial cities of the American northeast. The second half of the 20th Century brought a period of declining population, regional job losses, ill-conceived urban renewal projects, and sprawling suburban development. The economic growth of the American south and southeast combined with the outsourcing of many manufacturing activities overseas, led to a major migration of jobs and company headquarters out of their traditional northeast population centers. Throughout the 1950's, 60's, and 70's federal urban renewal initiatives directed investment into major highway projects that decimated neighborhoods and created physical, social, and psychological barriers, like interstate route 81 in Syracuse, and at the same time facilitated the growth of American suburbia. This had the effect of damaging the aesthetic and architectural character of our city and providing a system of infrastructure that was designed to maximize investment and development in outlying suburban areas rather than in the existing urban core. The era of urban renewal also gave birth to many affordable housing projects that espoused housing models that concentrated poverty in large, high-rise facilities that did little to end the vicious cycle of poverty or give hope to an entire generation of struggling families.

Both nationally and here in Syracuse we have seen the effects of these events. The shifting of jobs and businesses to other regions, the birth and growth of the suburbs at the expense of cities, and the degradation of our architectural and environmental assets has had dire consequences that we experience in Syracuse every day. Our city has suffered through decades of profound challenge. In 1950 Syracuse was the 48th largest city in the nation. Syracuse now ranks 174th.



MINER
FOR MAYOR

the VISION

We again live in a time of great change. Over the last three decades Syracuse has experienced a massive decline in population, the flight of industry and jobs, and the results of over a century of environmental degradation. Paired with the global challenges of energy scarcity, a widespread economic recession, and global climate change it is clear that we are at a critical turning point. Syracuse was born into prosperity and preeminence through a spirit of resolve, innovation, and self-determination – and through this spirit it will be reborn. The time for talk and empty rhetoric is past. No longer will our community suffer for politically expedient decision making and short-sighted leadership. No longer will the memory of the city we knew prevent us from envisioning the Syracuse we must believe we can have. No more looking back. No more derision and dejection. No more missed opportunities. We must only decide to meet the challenges and seize the opportunities of our time.

I see a Syracuse that provides opportunity for all our diverse communities, young and old, rich and poor, people of all races, ethnicities, abilities, and nationalities who work hard and dream to achieve a better life for themselves and their families. A city where hard-working men and women can find the jobs that will provide them with the pride and dignity that can only come from a hard day's work. A city where all our people can find well-paying jobs that will put food on the table, heat their homes, and pay for their family's healthcare. A city that grows small businesses, creates green jobs, encourages entrepreneurship, and develops economic opportunities that will create local wealth, advance our region as a cradle for sustainable industries, and provide a lasting public benefit.

I see a Syracuse where our children are not afraid to walk to our schools and play in our neighborhoods. A city where parents believe their children step outside their doors and not into the strife and peril of

gangs and drugs, but into a city where any dream can be realized. A city with the schools and educational support systems that make individual success a true possibility for all our children.

I see a Syracuse that returns to its heritage as a steward of our environment. A city that finds strength in the philosophy of the Iroquois League by making decisions today that will leave our city no less beautiful and vibrant seven generations into the future. A city that employs sustainable solutions in government, design, and economic development that create cost savings while lowering our ecological footprint.

I see a Syracuse that embraces its diversity as an invaluable asset, and builds a community of openness and equality for people of all faiths, all ethnicities, all sexual orientations, all ages, and all economic backgrounds. A city whose people value what we can learn from those who are different from us and always remember the principles we hold in common.

I see a Syracuse that recognizes its true potential and isn't afraid to take new innovative approaches to reach that potential. Our future is bright, and together we can overcome any challenge we face to realize the promise of Syracuse.



MINER
FOR MAYOR

the PLAN

As Mayor, I will strive to improve the quality of life in the City of Syracuse by developing and implementing progressive policies steeped in innovation, transparency, community engagement, and a zeal for bold, equitable leadership that provides 21st Century responses to Syracuse's 21st Century challenges and opportunities.

My 50 Point Plan will cover six major policy areas: Economic Development and Job Creation, Education and Youth, Public Safety, Sustainability and the Environment, Community Development, Housing, and Neighborhoods, and Government Modernization and Efficiency. Within each of these six areas I will outline broad goals and the specific strategies which collectively will create a critical mass of public action. This outline will provide clarity to city government that will bring transparency for our citizens, predictability for business people, and a cohesive plan of action that will drive the operations of a united city workforce toward a cogent vision. The policy strategies found herein will also pull from best practices found in cities around the country and around the world. These areas provide the framework for a platform that will usher in an era of innovation and vigor in city government.

While setting goals and defining strategies that will bring about the change our community so desperately needs, the links between these policy areas will also be clearly illustrated. Focused solutions and targeted actions in each area will be imperative to achieve significant results, but it is this holistic and integrated approach to governance that will bring about synergistic impacts and lasting change. Throughout this document you will find an emphasis on coordination within city government that gets departments and their personnel out of their traditional silos and into a more dynamic and creative atmosphere. This atmosphere will be the engine that creates efficiencies in the government and generates multi-disciplinary solutions to meet the complex problems our city faces.

Section One

ECONOMIC DEVELOPMENT *and* JOB CREATION

Section Two

EDUCATION *and* YOUTH

Section Three

PUBLIC SAFETY

Section Four

**COMMUNITY DEVELOPMENT, HOUSING *and*
NEIGHBORHOODS**

Section Five

SUSTAINABILITY *and* the ENVIRONMENT

Section Six

**GOVERNMENT MODERNIZATION *and*
EFFICIENCY**



Section One

ECONOMIC DEVELOPMENT *and* JOB CREATION

Syracuse has faced significant economic challenges over the last several decades. The out-migration of industry and manufacturing jobs, the erosion of our neighborhood commercial districts, and the vacancies in our downtown office buildings have strained our local economic base. This has made it increasingly challenging for our City government to provide services across the entire city with lesser resources. Concurrently, these economic circumstances have prevented us from adequately maintaining our ever degrading infrastructure, keeping our young people here at home, and transitioning our local economy to the 21st Century.

Even so, Syracuse boasts significant economic generators. Syracuse is home to leaders in the education and healthcare sectors, and these institutions represent some of the largest employers in the Central New York region. The State University of New York (SUNY) Upstate Medical University, Syracuse University, Crouse Hospital, SUNY School of Environmental Science and Forestry (ESF), and St. Joseph's Hospital Health Center represent some of our City's largest employers. These institutions also present opportunities for fusing town-gown relationships that promote business incubation, provide intellectual resources for business start-ups and expansions, and incentives for our young people to stay in Syracuse to live, work, and raise families.

Syracuse also touts significant natural resources including close proximity to many parks and green spaces and abundant clean water. This resource is becoming a more relevant consideration for businesses around the nation and around the world. With abundant, cheap, clean water the Syracuse area may capitalize on attracting new businesses that might normally pay a premium for this resource in other regions. By marketing this amenity we can bring companies working in food and beverage production, energy, manufacturing, technology research and development, and many other sectors to Syracuse.

Syracuse also has significant "shovel-ready" site resources that may be attractive new and expanding businesses. With buildable lots and downtown office vacancies that may often be referred to in a negative light, these are also opportunities for the City of Syracuse to package certain locations for businesses seeking space for start-up, relocation, or expansion. O'Brien & Gere is a perfect example of a businesses looking to invest in a new location, and with well-positioned sites in our central business district they were able to invest in downtown Syracuse providing their employees with a central location with access to other business and cultural resources while also improving the fabric and economic viability of our urban core.

With existing economic generators, abundant natural resources, hard-working organized labor, and affordable, readily available options for business start-ups, expansions, and relocations, Syracuse clearly has significant opportunities for economic growth. However, Syracuse needs new direction and a new approach if we are to capitalize on these opportunities. We must develop a cogent regional economic development strategy, target areas of our City that are most in need of reinvestment, promote growth in the renewable energy and green technology sectors, streamline the bureaucratic approval process, and maximize the public benefit that comes from the use of public dollars.

It is time to move our city government into a new era of economic development principles and practices that will lead to new growth and private sector opportunity.



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FOR MAYOR

Section One

ECONOMIC DEVELOPMENT *and* JOB CREATION

(summary)

GOALS

- **Articulate a cohesive regional economic development strategy.**
- **Stimulate job growth in the City of Syracuse.**
- **Establish Syracuse as a leader in green technology.**
- **Provide predictability and clarity for new and expanding business ventures.**
- **Champion downtown as a priority area for economic growth.**
- **Revive Syracuse's neighborhood commercial corridors.**

STRATEGY #1

Work with the County, MDA, Greater Syracuse Chamber of Commerce, the Convention and Visitors Bureau, MACNY, and others to forge a unified, coherent and marketable regional economic development strategy.

STRATEGY #2

Work collaboratively with economic development agencies, local colleges and universities, and existing branding efforts to promote a coordinated and adequately funded regional marketing campaign to retain and attract businesses and young people to Syracuse and Central New York.

STRATEGY #3

Leverage the human capital investments and research and development capacities of the Syracuse Center of Excellence, Syracuse University, SUNY Upstate Medical University, SUNY-ESF, LeMoyne College, Onondaga Community College and other educational and research institutions to create new jobs and entrepreneurial opportunities.

STRATEGY #4

Provide a platform for job creation and employee placement that links our educational institutions, our regional economic development strategies, our targeted growth sectors, and existing grassroots workforce development programs.

STRATEGY #5

Use tax incentive and public financing agreements to encourage private sector investment in targeted economic development strategy areas.

STRATEGY #6

Work to attract businesses and create jobs in the key clusters like environmental and energy systems.

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ECONOMIC DEVELOPMENT *and* JOB CREATION

(summary)

STRATEGY #7

Provide case-manager style positions within the City's Division of Business Development to assist businesses with start-up, expansion, or relocation.

STRATEGY #8

Package local, state and federal incentive programs, such as the New York State Rehabilitation Tax Credit, in order to quickly and conveniently present development options to those looking to do business in our city.

STRATEGY #9

Use the City website to clearly outline and electronically facilitate the approval and permitting processes for new or expanding residential or business development projects.

Section One

ECONOMIC DEVELOPMENT *and* JOB CREATION

(cont'd.)

GOALS

- **Articulate a cohesive regional economic development strategy.**
- **Stimulate job growth in the City of Syracuse.**
- **Establish Syracuse as a leader in green technology.**
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- **Revive Syracuse's neighborhood commercial corridors.**

STRATEGY #1

Work with the County, MDA, the Chamber of Commerce, the Convention and Visitors Bureau, MACNY, and others to forge a unified, coherent and marketable regional economic development strategy.

While our region is made up of different counties, towns, villages, and cities with different taxing, regulatory and service provision authority the reality is that our local economy operates on a regional level that ignores municipal lines and arbitrary boundaries. The disconnected nature of our government and economic development structures isn't just inefficient, it also hurts our local economy as it limits our competitiveness in the national and global

economy. Syracuse and its metropolitan area has been described as a "weak market economy." We can no longer afford to put so much time, money and effort into uncoordinated, albeit well-intentioned, economic development initiatives.

This is a problem that has been repeatedly cited in reports from the Brookings Institution, to the Onondaga Citizens League, to the American Institute of Architects' SDAT report. I intend to bring together the many passionate and dedicated economic development agencies including Onondaga County, the Metropolitan Development Association (MDA), the Greater Syracuse Chamber of Commerce, the Syracuse Convention and Visitors Bureau, the Manufacturer's Association of Central New York (MACNY), and others to forge a coherent regional economic development strategy. A City-County arrangement for a shared economic development office might be one strong step towards real, effective, modernized government coordination.

Unified strategies and coordinated incentives and other programs that can be broadly marketed will provide a clear path to greater economic success and competitiveness for our city and our region. Each of these organizations has already expressed a desire to make this collaboration a reality. The time to harness the collective power and expertise of these organizations is now. As our nation struggles to pull itself from the grip of this global recession we must take bold steps to position ourselves as a metropolitan community with a clear vision for economic vitality.



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Section One

ECONOMIC DEVELOPMENT *and* JOB CREATION

(cont'd.)

STRATEGY #2

Work collaboratively with economic development agencies, local colleges and universities, and existing branding efforts to promote a coordinated and adequately funded regional marketing campaign to retain and attract businesses and young people to Syracuse and Central New York.

Once we have taken steps to formulate a more cohesive economic development strategy for our city and our region that can appropriately position our community for success the next step is to effectively market ourselves. We have become accustomed to the stories of businesses that pack up and head overseas and sons and daughters that graduate college and go away to some other city. We've heard about globalization, outsourcing, and the "brain drain." But we also know that Syracuse is a great place to live, work and raise a family. We need a clear and aggressive campaign to market our city and region to our kids, to businesses, and to the world.

Syracuse can not achieve fiscal sustainability and global competitiveness if it is the northeast's best kept secret. We must work collaboratively to develop, fund and implement a marketing and branding strategy that highlights our assets and presents the opportunities that we know exist right here in our community. This has been a goal of the MDA's Essential New York Initiative, the Greater Syracuse Chamber of Commerce, the Creative Core branding campaign, and many others. We must shed our collective malaise and pessimism.

No longer can we engage in self-doubt and self-ridicule. We must believe in the potential of this place and choose to actively shape the Syracuse we want to see. We must be advocates for the community that we love and that is what I intend to do as Mayor. Through an effective marketing campaign we can show businesses and our young people the assets, the beauty, and the richness of the Syracuse we know and love.

STRATEGY #3

Leverage the human capital investments and research and development capacities of the Syracuse Center of Excellence, Syracuse University, SUNY Upstate Medical University, SUNY-ESF, LeMoyne College, Onondaga Community College and other educational and research institutions to create new jobs and entrepreneurial opportunities.

We have incredible economic assets here in Syracuse that have brought stability and growth potential to the region for decades. Ours "Eds and Meds" have represented our largest employers in Central New York and the proximity of these institutions to each other and to our downtown urban core is an advantage that we must capitalize on. Relative newcomers like the Syracuse CoE have incredible potential to leverage the human capital that is being grown in Syracuse every year through our educational institutions. We must find ways to empower each institution to grow and succeed while also connecting the graduates and associates from each to opportunities to live and grow their businesses right here in our city.

Too often we see how these institutions establish world class programs and launch cutting edge initiatives only to watch as the students involved go off to become successful doctors, engineers, lawyers, contractors and entrepreneurs in some other city. Programs must be developed that connect those being trained in our colleges, universities, and incubators to real world job experience before they graduate and move on. By exposing these talented young people to all our city has to offer while



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providing hands-on training we can begin to foster a stronger bond with the community. This will make permanent residents out of talented individuals that may have previously viewed themselves as visitors.

Nurturing town-gown relationships that enrich the educational experiences of students while providing invaluable community engagement should be fundamental to how we conduct business, promote entrepreneurship, empower our neighborhoods, and build a smarter city and better government.

Concurrently, the professors, researchers and other top-notch personnel who work at these institutions can be tapped as resources to find solutions to some of the complex challenges we face in the government, transportation, information technology, engineering, and business sectors.

These institutions are some of our most valuable community and regional assets. The next Mayor must not be too proud or too short-sighted to see that their fates and the fate of our region are inseparably intertwined. We can and we must find success together.

STRATEGY #4

Provide a platform for job creation and employee placement that links our educational institutions, our regional economic development strategies, our targeted growth sectors, and existing grassroots workforce development programs.

True urban revitalization is only reached when economic vitality and grassroots level empowerment go hand in hand. If we truly intend to lift up all the people of this city while creating a more robust local economy we are going to have to find ways to link our schools, our institutions of higher education, our

economic development strategies for the region, and programs that exist to train and place workers. Growing qualified workers right here in Syracuse who are ready to seize the jobs of the new economy must be a continuous process.

Luckily we already have strong individual elements of this view. The Say Yes to Education program, our strong colleges and universities, strong economic development agencies, and job training and placement programs like Green Train and CNY Works all contribute to a system that supports individual education, empowerment, and employment.

Certainly these individual pieces must be strengthened even further in order to provide the greatest value and to bolster the entrepreneurial spirit in our city. But what we must also do is connect these elements and provide a platform from which we can bring individuals through the process. We need programming that ties together existing efforts and goes to where people are in order to present opportunities for advancement.

Location- and person-based programming that effectively trains individuals, presents the range of available opportunities, and links high-level economic development policies for our region and its targeted growth sectors with ongoing grassroots efforts will create a more unified and powerful blueprint for individual empowerment as well as neighborhood- and regional-level economic growth.



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STRATEGY #5

Use tax incentive and public financing agreements to encourage private sector investment in targeted economic development strategy areas.

We live in a “weak market” economy. Over the years municipalities like Syracuse have become accustomed to providing public incentives to spur private sector activity. We provide tax breaks, sell bonds, conduct infrastructure improvements, and provide low-interest financing to help businesses grow or get off the ground. It is clear that in a market like ours partnerships like this between the public and private sectors are necessary to drive economic growth and more competitive place creation.

However, what is our rationale for such public sector incentives? Are these incentives targeted? Where are we promoting growth and do those places match our goals for urban revitalization and smart growth? To date, these questions have not been answered. I intend to articulate a clear rationale for targeted use of public incentives as part of my economic development principles and policies.

The patterns of residential growth in America and region over the last 50 years have been clear. Urban sprawl has been the norm for the nation and sprawl without economic growth has been the norm for most northeast cities including Syracuse. Patterns of job growth have been much the same, as noted in the Brookings Institution's report on “job sprawl.” This report notes the significant impacts that residential and job sprawl have on metro areas. Disinvestment in the urban core, costly infrastructure maintenance, complex transportation challenges, and a less innovative atmosphere are just some of the effects of employment decentralization. According to the report only 37.7% of the jobs in the Syracuse metro area were actually located within three miles of downtown.

While this number is significant, illustrating the need for targeted investment for re-centralization, it was actually much higher than most of the other metro areas observed. This is an advantage we must capitalize on before too much time passes. We must target public investment in our downtown and our traditional neighborhood commercial corridors. Our downtown is the economic heart of the Central New York region and our neighborhood commercial corridors are the cores of our city neighborhoods.

If we are to find true economic success as a city we must focus our large-scale economic development efforts in our central business district. If we are to find success as a healthy, walkable, convenient and sustainable city we must focus our smaller-scale economic development efforts in our neighborhood commercial corridors.

We know the economic strength these places have, as is illustrated in reports like the Metro Edge study. A well reasoned and clearly marketed economic development strategy with emphasis on high-density, high-value-added zones will bring together all tools available to our government to invest in smart economic growth.

STRATEGY #6

Work to attract businesses and create jobs in the key clusters like environmental and energy systems.

Efforts and incentives must also be targeted towards key industry clusters. This is another goal cited in the MDA's Essential New York Initiative.



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ECONOMIC DEVELOPMENT *and* JOB CREATION

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We are seeing nationally and around the world that business ventures in specialized high technology, information technology, and environmental and energy systems are gaining more and more traction for strong growth. Parallel to that we are finding that innovation in these sectors will be essential to navigating the global challenges of climate change and energy scarcity.

Syracuse and Central New York are well positioned to be leaders in high tech and sustainable industries. We have the educational, research and business organizations with the expertise in these industries and their associated disciplines to provide the human resources needed to spur economic activity in technology and green research and development. This combined with significant natural resources including clean water and proximate agricultural lands will present ample opportunity for major ventures in indoor air quality, biofuels development, and other alternative renewable energy systems.

We also may have opportunities created by some of our past struggles. With the outflow of manufacturing jobs in the region over the last 50 years we are now left with properties and facilities that are well suited to R&D and industrial uses. We have the opportunity to take the facilities that once housed the factories of the old economy and use them to drive the new, green economy here in Central New York.

Cutting edge organizations and companies like the Syracuse CoE, the Syracuse Technology Garden, Sensis Corp., Lockheed Martin, SRC and others are showing us the incredible potential in these fields. If we are to find more sustainable business development in our city and region that creates jobs and promotes smarter, more long-term growth we must place an emphasis on these key clusters.

STRATEGY #7

Provide case-manager style positions within the City's Division of Business Development to assist businesses with start-up, expansion, or relocation.

Business people in the City of Syracuse often cite bureaucratic red tape as a major barrier to successful and timely completion of new business ventures. While we certainly need regulations that protect our neighborhoods and their residents, we also need processes that are more easily navigable for those who seek to grow their businesses in Syracuse.

To that end I will designate employees in our Business Development Division whose sole responsibility will be to work directly with business people who seek permits, zoning approvals, certificates, or other government approvals to make sure they are fully aware of what is required of them, while City departments are responsive to those individuals' needs in a timely fashion.

When my constituents come to me with questions and concerns I deal with them one on one giving them the attention and answers they need to find satisfaction from their government. Business people must be treated with the same level of courtesy and attention in order to help them realize their dreams and allow business ventures to flourish in our city. These case-manager style positions will ensure that each and every individual and company who wants to do business in Syracuse will have someone who can get them the answers they need, helping them save time and money, and present plans and



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business models that will be more competitive in the marketplace and more suitable in the neighborhood.

We must take more tangible, logical steps to convey that our city is open for business. We can not set business people and their potential city customers up for failure. No one can be allowed to fall between the cracks. These managers will help pave the way to success for new and expanding businesses in the City of Syracuse.

STRATEGY #8

Package local, state and federal incentive programs, such as the New York State Rehabilitation Tax Credit and the Brownfield Opportunity Area (BOA) program, in order to quickly and conveniently present development options to those looking to do business in our city.

It is important for us to always explore how we can develop new and innovative incentives to make our city and our region more competitive economically. Perhaps even more important however is the effective marketing of incentives that already exist. Too often are small developers and small business people unaware of the public incentive programs that exist that may draw them to our market and significantly improve their chances of success once they're here.

One example is the newly expanded State Historic Rehabilitation Tax Credit. This legislation, recently signed by the Governor, will provide viability to many properties in Syracuse and throughout the state that hold incredible potential for economic success with the value-added that comes with unique, historic architecture. Incentive programs like this must be clearly presented and easily accessible. I intend to centralize information on such programs so that those who seek to start, expand or relocate their business in Syracuse will fully understand the opportunities available to them.

I plan to package local, state and federal economic incentive programs using the city website, easy to use information pamphlets and other coordinated media in partnership with our regional economic development partners. With simplified and aggressively marketed program information business people will be able to find the tools that can make their dreams a reality right here in Syracuse.

STRATEGY #9

Use the City website to clearly outline and electronically facilitate the approval and permitting processes for new or expanding residential or business development projects.

While communicating the economic development principles and priorities that we hold and marketing available incentives and other programs, the city website should also be used to make the development process easier for business people and home owners. Bureaucratic red tape and cumbersome, confusing approval processes are often cited as reasons for abandoning projects or leaving the Syracuse area altogether. At the same time we have also seen how confusion in the approval process can create contention between business people and neighborhood residents.

Clear processes and guidelines that are easily accessible for potential developers will remove the element of surprise from doing business in our city. By illustrating approval processes for zoning and permitting, making form access and submission available electronically, listing appropriate city



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(cont'd.)

contacts, and presenting opportunities to receive technical assistance the city website can allow us to simplify the process for individuals and groups looking to do business in Syracuse whether they're here in town or looking at our community from across the nation. A user-friendly online interface for permitting, zoning, and codes will remove barriers to economic success and vitality for businesses, neighborhoods and our entire city.

Section Two

EDUCATION *and* YOUTH

Syracuse has always been a great place to raise a family. With incredible diversity, a plethora of park facilities and open spaces, sports teams like the Chiefs, the Crunch and the Orange, top notch hospitals, museums like the MOST and the Onondaga Historical Association, and invaluable arts and culture establishments our city has all the makings of a great childhood.

In order to have a truly great childhood, however, our kids need the education and youth services that give them the greatest possible opportunities for success in the future. We know that the challenges faced by children and families in some of our neighborhoods are significant. We know that parental unemployment, generational poverty, nutritional issues and crime all stand as barriers to kids' educational success and success in life. As these challenges are often layered one on top of the other, it is clear that for many of Syracuse's children it is an uphill battle.

We must take steps to give all of our children a better shot. Every child deserves the opportunity to reach their dreams regardless of what their family's income might be, what neighborhood they live in, or what race or ethnicity they are. We must continue to work to level the playing field for all children in Syracuse.

The City of Syracuse must continue to work collaboratively to bring sound educational, recreational, after school and other support services to the children of the city. We need to work in partnership to create a continuous network of programming that will keep our children from slipping through the cracks. The City of Syracuse, the Syracuse City School District, Onondaga County's Department of Social Services and innovative and transformational programs like the Westside Community School Strategy and the Say Yes to Education initiative can help create this comprehensive network for our kids.

I drafted, co-sponsored, and helped pass the Say Yes to Education program for Syracuse city schools because I believe it has the potential to drastically improve our kids' abilities to succeed while simultaneously providing an incredible incentive for families to move to or stay in the City of Syracuse. This legislation provided \$1 million to help prepare inner city students for college, as well as help pay for college tuition. Syracuse is now a national model for this program and because of Say Yes, more than 600 Syracuse high school students will attend college for free this fall.

We are already beginning to see the impact the Say Yes to Education program is having. Our children are going off to excellent colleges and universities for free, the Say Yes program is being marketed with homes for sale in the city, and new families are coming into our community to buy those homes and raise their children. Support services provided through this program are also coming to fruition as summer camps are underway and after school programs are ready for the start of the new school year.

The Say Yes to Education is the flagship of what must be an innovative and holistic strategy for providing greater opportunities for our young people. Only a fully integrated approach that considers all points of contact between government services and our families and children will bring lasting change. Say Yes to Education, the Westside Community Schools Strategy and other innovative programming properly coordinated with other public services can help provide the brighter future that all of Syracuse's children deserve.



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Section Two

EDUCATION *and* YOUTH

(summary)

GOALS

- **Fully implement the Say Yes to Education Initiative.**
- **Make our City Schools the centerpieces of our neighborhoods.**
- **Improve overall academic performance in the Syracuse City School District.**
- **Improve graduation rates in the Syracuse City School District.**
- **Improve public perception of the Syracuse City School District.**

STRATEGY #10

Continue to fund the Say Yes to Education program at higher levels to create a fully integrated, robust program.

STRATEGY #11

Take a lead role in the Say Yes to Education programming by working with the SCSD, Syracuse University and the Say Yes to Education coordinators to fully implement its programming and marketing.

STRATEGY #12

Fully complete the school reconstruction project on a reasonable timetable.

STRATEGY #13

Work more cooperatively with the Syracuse City School District administration and Board of Education to achieve more synergistic planning, budgeting, programming and curriculum.

STRATEGY #14

Further pursue the community school concept by using our schools to facilitate full-day programming including after-school activities for children, adult education and vocational training, workforce development, social services, community policing, and other City- and County-level public services.

STRATEGY #15

Integrate school programming, community policing, truancy programs, and local youth programs to achieve holistic youth targeting to reduce dropouts, reduce youth violence, and improve school retention and achievement.

STRATEGY #16

Examine how alternative administrative methods might achieve greater efficiency and effectiveness in our City's schools.

Section Two

EDUCATION and YOUTH

(cont'd.)

GOALS

- **Embrace innovative strategies to reduce crime in our city.**
- **Reduce both violent and property-related crimes in our neighborhoods.**
- **Minimize crime rates in and around our neighborhood business districts and downtown.**
- **Strengthen the relationship between our police force and grassroots community members.**
- **Continue to provide world class fire protection and emergency medical services.**

STRATEGY #10

Continue to fund the Say Yes to Education program at higher levels to create a fully integrated, robust program.

Say Yes to Education, Inc. is a national, non-profit education foundation committed to dramatically increasing high school and college graduation rates for our nation's inner-city youth. Say Yes provides comprehensive supports, including the promise of a full college or vocational education, aligned with what research indicates is needed to enable every child in the program to achieve her or his potential. This program has been instituted in schools around the country, but Syracuse is the first community to have the program

implemented throughout its entire school district.

As such it will be important for this program to be funded at adequate levels to be a true success. On the Common Council I have drafted, co-sponsored and helped pass legislation to provide funding for the Say Yes program. We must continue to provide support to this invaluable program in order to make sure that it is accomplishing what is necessary to give our kids the keys to success.

Fortunately, part of what makes this program so exciting is its ability to tap into different sources of funding for its program operations. This foundation has already received financial support from the City of Syracuse and the Syracuse City School District, Syracuse University and other public and private colleges and universities, and as a foundation Say Yes also takes advantage of other sources such as private donations.

This model will help provide fiscal sustainability to the program so long as each organization involved continues to provide support. The City of Syracuse must be a strong supporter of this program that has so much potential to transform the city and offer such critical support to our young people.

STRATEGY #11

Take a lead role in the Say Yes to Education programming by working with the SCSD, Syracuse University and the Say Yes to Education coordinators to fully implement its programming and marketing.



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Section Two

EDUCATION and YOUTH

(cont'd.)

We are all aware of the challenges that exist in many of our neighborhoods. With strong leadership and key partnerships, the Say Yes to Education program may help our young people get the step up they need.

The Say Yes Foundation recognizes four primary barriers to post-secondary access for disadvantaged youth: Social/Emotional Obstacles, Health Obstacles, Academic Obstacles, and Financial Obstacles. The Say Yes program develops programs and partnerships that attack these obstacles through early intervention, tutoring, summer programs, partnerships for health care and social services, legal services, and free tuition to students who are accepted at participating two and four year colleges and universities. This initiative will provide the comprehensive and continuous programming that will help carry our children from pre-kindergarten through high school graduation, and give them the ability to overcome the largest single barrier to achieving post-secondary education for lower income students – the cost of tuition, fees and books.

The power of this program can not be overstated. The Say Yes program has the power to transform our city over the years as we attract new residents and break the cycle of intergenerational poverty in our neighborhoods. The next Mayor must provide strong leadership to help build the momentum this program already has to further support our city's parents, teachers, social workers, police and youth volunteers in providing a brighter future for our children.

STRATEGY #12

Fully complete the school reconstruction project on a reasonable timetable.

The school reconstruction program that the Syracuse City School District is undertaking will be an incredibly important aspect of the city's success in years to come. Having poor school facilities can

drastically deter a community's ability to attract and retain residents, and having high quality facilities can serve as a major asset. Investing in our schools provides increased opportunities for better educational and multi-service offerings that can create a clearer path to success for our children. Making such investments also sends a clear message to our children that we care. While seemingly trivial, this statement is extraordinarily important in the lives of our young people. We need to communicate to them that this community cares about them, cares about their futures and wants them to succeed.

Quality school facilities also play a role in attracting and retaining young professionals as well as families who want to take advantage of myriad services that state of the art facilities have to offer. By creating and marketing top flight school facilities we can show prospective residents that we place a premium on education. That capital investment will reap benefits for our city for years into the future as young people and new families choose to come to or stay in our community because of the quality of facilities available for their children and their other service needs.

It will also allow us to pursue a community school model that holds our schools up as the centerpieces of our neighborhoods. This is a project with incredible potential. The Syracuse community has embraced the project and we must now find a way to move forward to bring the benefits of this effort to fruition. The city must provide the leadership to make this project real for the many Syracuse parents that have waited to see their children go into better schools each day.



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EDUCATION and YOUTH

(cont'd.)

Strong leadership that places an emphasis on decisive action, fiscal responsibility and smart long-term investment will bring this important project to realization for the children and families of our city.

STRATEGY #13

Work more cooperatively with the Syracuse City School District administration and Board of Education to achieve more synergistic planning, budgeting, programming and curriculum.

The operations of the Syracuse City School District are as critical to the success of our city as any of the departments of the city or county governments. It is important for our Mayor and our city government to be fully engaged with the Syracuse City School District throughout the year and across operational functions. Consistent communication with the school district is crucial to effective planning, coordination or programming and budgetary responsibility.

Leadership of city government and of the school district must be closely tied in order to lead a concerted public effort to lift up our city. No longer can the city administration and the school district blame each other for the setbacks that we experience as a community. Everyone, especially the Mayor, must take responsibility for the success of our children and our city.

As Mayor I will personally foster this communication by reaching out to the school superintendent and by making sure that appropriate city staff members are in constant communication with their school district colleagues. Persistent communication, coordination and leadership will ensure that the students, parents, teachers and administrators of the Syracuse City School District will have the resources they need to succeed.

STRATEGY #14

Further pursue the community school concept by using our schools to facilitate full-day programming including after-school activities for children, adult education and vocational training, workforce development, social services, community policing, and other City- and County-level public services.

Improving the condition and capabilities of our schools is an incredibly important step to giving our children greater opportunities to achieve academic success. But the potential our schools hold goes beyond just giving our kids better classrooms, athletic facilities and science labs. Our schools also have the potential to be centers of public services from health care and social services to job training and legal assistance.

Our schools should be the centerpieces of our neighborhoods. By implementing progressive public and social service models that reach out into our neighborhoods to connect with clients we can increase the effectiveness of those programs while simultaneously creating a culture of education that makes going to school a routine and comfortable activity for people of all ages. This model can help lift up our neighborhoods with social programs while improving educational attainment and reducing dropout rates.

If we are willing to make significant investments in our school facilities, why not make them gateways to success for all those who seek to take advantage of available programs to make



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(cont'd.)

a better life for themselves and their families? We must continue to explore ways we can connect the school reconstruction program with efforts to advance progressive models for government service provision in the City of Syracuse.

STRATEGY #15

Integrate school programming, community policing, truancy programs, and local youth programs to achieve holistic youth targeting to reduce dropouts, reduce youth violence, and improve school retention and achievement.

While increasing the capacity of our schools to provide children and families with the support they need, it is also imperative that we work to maximize all of our resources in this community to provide the strongest possible path to a brighter future for Syracuse residents. Our city is home to countless youth programs from non-profit agencies, community organizations, schools and the City Department of Parks, Recreation & Youth Programs. Offering programs that keep young people out of trouble, provide academic support, create opportunities to improve physical and mental wellness, and build a greater sense of civic awareness and responsibility in our young people is a critical function of our public and non-profit community.

We must commit to a comprehensive approach to youth services that provides support from birth through high school and college. President Obama's Promise Neighborhoods initiative, and Geoffrey Canada's Harlem Children's Zone program after which it is modeled, serves as an example of this approach taking shape elsewhere in the nation. We must learn from these national best practices and be prepared to tap into any state and federal resources that may result from this trend.

Advancing the Say Yes to Education program and a community schools model will be critical to successfully creating a comprehensive service structure. We must continue to expand Say Yes and enhance its power to reach and support children and families to provide greater opportunity for educational attainment and personal success.

STRATEGY #16

Examine how alternative administrative methods might achieve greater efficiency and effectiveness in our City's schools.

Observing and learning from best practices from around the country is sound organizational practice regardless of the policy area. Education and youth services are no different. We need to take a hard look at how these services are provided in our community and compare with how such services are offered in other parts of the country.

Whether it's Geoffrey Canada's Harlem Children's Zone, Michael Bloomberg's Mayoral control in New York City, or a community schools strategy we must put all options out on the table for consideration. An open dialogue about how best to serve our children can help us find answers about how we tailor the best possible methods and strategies to implement here in Syracuse. Finding the best possible systems and arrangements to help provide the greatest opportunity for our city's young people is critical to Syracuse's success.

Section Three

PUBLIC SAFETY

Syracuse has a rich history in public safety. Our Police and Fire Departments are descendants of some of the first public services to be provided in the City of Syracuse and Onondaga County. Indeed, providing public safety service is one of the most essential functions of any government. To achieve a high quality of life people must know that they and their loved ones are safe in their community. If Syracuse is to succeed as a city, both for those who live here now and for those we wish to join our community in the future, we must provide the security that allows business to thrive, draws new residents to our neighborhoods, and creates peace of mind for all those who live and work in our city.

Over the years we have seen the challenges we face in our neighborhoods: the presence of drugs and guns, summers that bring rushes of violent acts, and young people with too much time on their hands and not enough guidance to give them better paths. While the perception that the city is a dangerous place is often based more on fear than on facts, we must be honest about the trials we have to go through to make our city safer. In the past city administrations refused to even recognize that our city had a gang problem. We need an honest approach if we are going to be able to work effectively with neighborhood residents, community organizations and neighborhood watch groups to build the critical mass needed to take back all of our neighborhoods.

The efforts of our men and women in blue, our school administrators and teachers, neighborhood watch groups, the District Attorney's office, youth and community organizations and everyday Syracusans have given us considerable strength. We now need the leadership to harness this strength and spearhead more innovative, aggressive and comprehensive solutions to our public safety challenges.

Truly collaborative efforts that place an emphasis on continuous programming for young people, engaged community policing, and targeted force deployment will create a more cohesive strategy that allows fewer people to fall between the cracks.

These strategies will also help our schools and young people achieve higher levels of performance while simultaneously making our neighborhoods safer. Such comprehensive policy approaches will make our community more safe and successful today as well as years and decades into the future.

In order to do this however we must foster stronger relationships between our police force, our schools, youth organizations, neighborhood watch groups, and grassroots community members. Building more trust and effective communication between these groups and individuals will create an interwoven network of interested stakeholders that will generate more power than any one organization can build on its own. Such a network will help cultivate the kind of relations and communication that will empower the Syracuse Police Department to incite more positive change in our neighborhoods.

Providing world class fire and emergency medical services has been a Syracuse hallmark for decades and we must continue to support these services as a marketable asset for our city.

It is clear that there is much work to do to make our city a safer and safer feeling place. We need a more innovative and integrated approach to achieve greater results for our downtown, our business districts and our neighborhoods. With determined and progressive leadership we can take the steps we need to make Syracuse a safer, healthier, more attractive place to live and work.



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Section Three

PUBLIC SAFETY

(summary)

GOALS

- **Embrace innovative strategies to reduce crime in our city.**
- **Reduce both violent and property-related crimes in our neighborhoods.**
- **Minimize crime rates in and around our neighborhood business districts and downtown.**
- **Strengthen the relationship between our police force and grassroots community members.**
- **Continue to provide world class fire protection and emergency medical services.**

STRATEGY #17

Implement a comprehensive strategy for eliminating gang-related violence through prevention by integrating the operations of different city, county, state and federal agencies.

STRATEGY #18

Explore how deployment of security cameras can improve security downtown and in currently high crime areas.

STRATEGY #19

Create a more visible, more geographically-deployed police presence to stabilize chronically high crime areas of the City.

STRATEGY #20

Focus crime reduction efforts, including foot patrols, in neighborhood business districts to improve their safety and economic viability.

STRATEGY #21

Continue to fund our Fire Department at sufficient levels to maintain its top level rating and world class performance.

STRATEGY #22

Support information and communications system upgrades for our emergency and public safety services to improve coordination and response capabilities.

Section Three

PUBLIC SAFETY

(cont'd.)

GOALS

- **Embrace innovative strategies to reduce crime in our city.**
- **Reduce both violent and property-related crimes in our neighborhoods.**
- **Minimize crime rates in and around our neighborhood business districts and downtown.**
- **Strengthen the relationship between our police force and grassroots community members.**
- **Continue to provide world class fire protection and emergency medical services.**

STRATEGY #17

Implement a comprehensive strategy for eliminating gang-related violence through prevention by integrating the operations of different city, county, state and federal agencies.

When people talk about better public safety they often talk about having more police, more patrols, more overtime pay, and more cars. While it is important to create a police department that has the size to match the scale of our challenges, it is also important for us to develop prevention and enforcement models that employ an approach that is as smart as it is strong.

New approaches and best practices can help our hard working men and women in blue make our streets safer for our City's children and families.

A one dimensional strategy to law enforcement will not provide the results we need. We need to combat the problems we face in our neighborhoods from many angles. A coordinated approach to neighborhood revitalization will be necessary to bring all parts of our community to a safer and more vibrant future. While issues related to code enforcement, education and beautification are part of that equation, it will be very important for us to take a new, more aggressive approach to crime prevention and enforcement.

Programs like Cease Fire in Cincinnati can teach us lessons about how strategies that integrate city, county, state, and federal agencies can achieve more significant results. Going further than Operation Impact, I would propose all law enforcement agencies including the District Attorney's office, probation, parole and others would team up with the Syracuse Police Department, the Onondaga County Sheriff, State Troopers and local job placement and transitional service providers to create a holistic program that identifies those who are committing the most violent crimes in our community and those they associate with in order to focus on prevention first. If we can take responsibility for our children through the Say Yes to Education initiative and improved schools, provide parks facilities and youth programming, begin to grow the workforce of the new economy through our institutions of higher education and job training programs,



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PUBLIC SAFETY

(cont'd.)

while at the same time working to subvert the destructive way of life that we see far too often on our streets I believe we can make drastic strides in making safer city with a higher quality of life. A bold stance is needed to prevent violent crimes from being committed, but providing strong leadership paired with tough enforcement can help move our neighborhoods forward.

STRATEGY #18

Explore how deployment of cameras can improve security downtown and in currently high crime areas.

When I talk to neighborhood residents about their concerns they raise a lot of quality of life issues that include people speeding down their street, fights or verbal altercations involving small groups of young people, drug dealing and other such issues that may not seem to be very severe. However, these kinds of issues have a cumulative effect that slowly erodes the quality of life.

An answer frequently given to people who voice these concerns is, “the police can’t be everywhere.” And that is certainly true – the police can not be everywhere. That is why we should pursue innovative solutions that can help with these quality of life issues as well as with major crimes. The deployment of video cameras in strategic locations is one step that could help our overworked police officers solve crimes that may otherwise be unsolvable.

Cities like Philadelphia have found success with such programs, while protecting civil rights, and I believe that deployment of surveillance cameras in high crime areas as well as in dense business areas like downtown can help improve the public safety at a lower cost to the tax payer than

hiring a new squad of police officers. Innovative approaches to preventing and solving crimes will be needed to make our city safer without breaking the bank.

STRATEGY #19

Create a more visible, more geographically-deployed police presence to stabilize chronically high crime areas of the City.

Visibility is a huge element to effective police engagement. Having a police force that has a strong street presence is important for the peace of mind and well being of our neighbors. Having police officers that are recognizable to residents of a particular neighborhood can be very important to building trust, fostering relationships that may lead to better intelligence, and letting people in that neighborhood know that any acts of violence will bring swift action from a force that is incredibly familiar with the street-level details of that area and the people that live there.

Having a force that is deployed in a more geographically targeted way in regards to force levels and in regards to the individual officers deployed with an emphasis on community relations will foster stronger relationships between the police and grassroots community members including residents, faith-based organizations and neighborhood watch groups which will improve the “eyes on the street,” and the police force’s ability to gather actionable intelligence.

Section Three

PUBLIC SAFETY

(cont'd.)

STRATEGY #20

Focus crime reduction efforts, including foot patrols, in neighborhood business districts to improve their safety and economic viability.

If we are to create vibrant, walkable and sustainable neighborhoods we will need safe neighborhood commercial corridors where people feel safe at all times. Our neighborhood business districts and the small businesses that line them need customers who feel safe patronizing their establishments. Making these areas as safe as possible must be a priority.

Bike and foot patrols must be a part of how we strengthen these areas during the summer months. Police need to have a persistent presence in these often bustling, crowded areas if they are going to experience economic success and sustainability. Certainly, we can not expect the residential neighborhoods that surround these districts to be stable unless the districts themselves are relatively safe.

Recent events have shown us that this must be taken seriously. We will not achieve a more economically, socially or environmentally sustainable city without creating safer and more stable neighborhood commercial corridors.

STRATEGY #21

Continue to fund our Fire Department at sufficient levels to maintain its top level rating and world class performance.

Syracuse is home to one of the best Fire Departments in the nation. We know that if anything ever happens to us, our

loved ones or our homes that help will be there within a few minutes.

As a result of having a top rated fire department property owners in the City of Syracuse pay lower home owners insurance than in other communities. That is an incredible asset. The peace of mind and financial savings that have come from our sustained investment in our fire and emergency medical services have created incredible value that acts as a draw to residents and businesses for our city.

We must continue this investment and ensure that these services and the dedication and professionalism of the men and women that provide them remain a hallmark of our community.

STRATEGY #22

Support information and communications system upgrades for our emergency and public safety services to improve coordination and response capabilities.

Our men and women in public safety and emergency services put their lives on the line to keep the people of the Syracuse community safe 24 hours a day, every day of the year. We must always make sure that they have the tools they need to perform their duties at the highest level and to keep them as safe as possible while on the job.

Section Three

PUBLIC SAFETY

(cont'd.)

Technology upgrades have taken place in these services over the years, but there is still more that can be done to improve communications technology and coordination, record keeping systems and data management tools that aid in tracking and serving needs. We must undergo a full analysis to determine which are the areas of greatest need in technology and communications upgrades for our police, fire and other emergency and public safety related systems. Having the most sophisticated and effective tools is critical to the safety of our community and to the people who serve us every day.

Section Four

COMMUNITY DEVELOPMENT, HOUSING *and* NEIGHBORHOODS

Syracuse's greatest assets are its neighborhoods and the people that live in them. Our neighborhoods reflect the character of a friendly, hard working, gritty and compassionate community spirit. We have built a city on the shoulders of our blue-collar ancestors that helped build a canal and spark an industrial revolution. We have weathered storms together, never hesitating to help a neighbor dig their car out of a snow bank or offer assistance to a friend without power. The laughter of children has echoed around our schools and parks for generations. Syracuse has the magnetism of a big city and the charm of a small town.

We must do all we can to maintain, strengthen and market these incredible assets. Our city government needs to make creating and sustaining a high quality of life in Syracuse the overarching goal of its operations.

The challenges are real. We have seen houses go vacant and historic properties get torn down. We have seen violent crimes shatter families and schools deteriorate. We have seen litter accumulate in our streets and highways that divide and isolate communities. We know the toll that these problems have taken in our community, and we know the threat they pose to the quality of life in our city and our prospects for success.

We must take clear steps to combat these problems in systematic ways. We need to develop a citywide housing strategy that clearly lays out principles and policies that will maximize public investment and add the greatest value to the city as a whole. We need strategies that places an emphasis on leveraging local, state and federal funding, balancing our investments between low, moderate and market-rate options, and provides leadership and coordination for our housing agencies. With finite resources and a shrinking population it is critical for us to carefully target our investments to turn struggling neighborhoods around and shore up those neighborhoods that are beginning to waver.

We also need to make the cleanliness and beautification of our neighborhoods and public spaces a true priority. How can we expect visitors to our community to see a vibrant and proud community when trash litters our downtown and highway off ramps? We must pull together a concerted effort bringing together government, private business, neighborhood organizations and residents to clean up parts of our city that are most visible and in most need of some attention.

While strengthening our neighborhoods we must also foster stronger connectivity between them. Visitors to Syracuse I speak with often note the stark contrasts that exist between different neighborhoods, even from one block to the next. Building on past investments by targeting transitional areas and by promoting connectivity will be crucial in creating greater consistency in quality housing stock and good neighborhood aesthetics. The I-81 challenge will present an incredible opportunity to promote this kind of connectivity and reverse the trends of separation and isolation of our community.

Concurrently we must work to lift our struggling communities out of poverty. In Syracuse, as in much of the nation, we have populations that have experienced multigenerational poverty that has had myriad consequences for our children, families and community as a whole. While exciting community revitalization efforts are taking place, such as the Near Westside Initiative and the Prospect Hill Redevelopment Plan, the city government must do more to combat the rooted, concentrated poverty that exists in many of our neighborhoods.

Truly, there is little work more important than revitalizing the lifeblood of our city and region – our neighborhoods.



MINER
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COMMUNITY DEVELOPMENT, HOUSING *and* NEIGHBORHOODS

GOALS

- **Beautify our City.**
- **Create a city full of interesting places where people want to do business, make a home, and spend time.**
- **Develop and implement housing policies that strengthen Syracuse's neighborhoods.**
- **Bolster our arts and culture institutions.**
- **Improve the physical, psychological and cultural connectivity of our city.**
- **Take steps to improve the public health.**
- **Instill a sense of civic ownership in our city.**
- **Make preservation a priority in Syracuse.**
- **Promote accessible, quality open spaces.**

STRATEGY #23

Actively engage, and promote full community involvement in, the discussion surrounding the I-81 question.

STRATEGY #24

Create a Planning Office that can provide the kind of cross-departmental, interdisciplinary coordination of effort and resources that City government so urgently needs to capitalize on catalytic revitalization efforts.

STRATEGY #25

Make civic engagement a critical component of all city operations.

STRATEGY #26

Immediately begin working with housing agencies and our neighborhoods to develop a housing plan that articulates our principles and priorities regarding housing in order to properly guide funding and planning for housing efforts in the City of Syracuse.

STRATEGY #27

Develop progressive zoning policies that place an emphasis on walkability, mixed-use, quality place-creation and strong urban design.



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COMMUNITY DEVELOPMENT, HOUSING *and* NEIGHBORHOODS

STRATEGY #28

Develop a proactive approach to preservation that identifies historic properties before development or demolition is proposed in order to create clarity for property owners and members of the community while safeguarding our invaluable architectural assets.

STRATEGY #29

Work with local agencies and institutions to fully market our neighborhoods, recreational assets, entertainment venues, and arts and cultural institutions.

STRATEGY #30

Develop a program that involves city departments, public entities, private companies, and citizens to clean up and beautify key locations in our city.

STRATEGY #31

Revamp the Tomorrow's Neighborhoods Today (TNT) program to reflect a higher level of civic engagement and increase ownership by residents of our city government.

STRATEGY #32

Pursue innovative options for improving our parks and public spaces and providing more robust recreational offerings.

COMMUNITY DEVELOPMENT, HOUSING *and* NEIGHBORHOODS

GOALS

- **Beautify our City.**
- **Create a city full of interesting places where people want to do business, make a home, and spend time.**
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- **Make preservation a priority in Syracuse.**
- **Promote accessible, quality open spaces.**

STRATEGY #23

Actively engage, and promote full community involvement in, the discussion surrounding the I-81 question.

Interstate Route 81 has been one of the most influential pieces of infrastructure in our city's history. A classic example of

bureaucratic disorganization and poor planning, this interstate was laid down the middle of our city in the 1950's, 60's and 70's with little input from local stakeholders.

A hallmark project of the post-World War II era, this highway facilitated urban sprawl and obliterated the city's 15th Ward. The outflow of population from the urban core and the decimation and isolation of our Southside community has had lasting effects. The separation of the University Hill area from downtown and the Southside has limited the growth of the university and health care institutions on the Hill, prevented downtown and the Southside from benefiting from the success of the Hill institutions and has created economic, psychological and cultural barriers that have hurt our community's connectivity and cohesiveness. The elevated viaduct that passes through our downtown has other significant effects including a blighting influence that hurts the attractiveness of our city, a negative impact on air quality in the urban core, and an obstruction to an area with considerable economic development potential.

As the age of this infrastructure brings its useful life to an end, we must not allow the mistakes of the past to be repeated. As Mayor I will ensure that the voices of the residents of this city are heard. By working closely with the Syracuse Metropolitan Transportation Council (SMTTC) I will endeavor to find progressive solutions to this transportation challenge. I believe that by working with the SMTTC and community stakeholders including the Onondaga Citizens League, the University Hill Corporation, the MDA and the many neighborhood groups and residents throughout the city we will find that we can achieve a shared vision – a city without an elevated highway.



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As Mayor I will directly engage the involved agencies including the New York State Department of Transportation and the Federal Highway Authority in order to guarantee that our voices are heard and that we reach a solution for our city that realizes the social, environmental, aesthetic and economic development potential we know our central holds.

STRATEGY #24

Create a Planning Office that can provide the kind of cross-departmental, interdisciplinary coordination of effort and resources that City government so urgently needs to capitalize on catalytic revitalization efforts.

There is an old proverb that asserts, “He who fails to plan, plans to fail.” This is true of cities. Cities across the nation and across the world administer planning offices and functions that act as mechanisms for articulating a vision, guiding operations and improving coordination and efficiency.

Also true of some cities is that when financial times get tough planning is one of the first functions to get cut loose. This has been true of Syracuse, and it has been to our detriment. Few functions have the power to improve government efficiency and maximize finite resources the way that effective planning does. With a competent, professional planning staff city government will reach a higher level of coordination and capacity. With city planners we can set goals, coordinate operations and budget effectively across city departments. Without personnel who focus on coordination of services, quality urban design, preservation of invaluable community resources, the creation of exciting urban places and targeting public investment to maximize impact we can not achieve the level of success that we seek. With the many exciting initiatives being undertaken in our community like the Westside Initiative and the Prospect Hill Redevelopment Plan we must leverage these investments for catalytic results.

We are all aware of the many high quality plans that have been done in our community over the years including the SUNY-ESF components to the City Comprehensive Plan, the Southeast Gateway Plan, the Westcott Street Renaissance Plan, the Botanical Garden Plan and many others. It is time that we activate these plans and tie them to a unified vision and rationale for current and future planning efforts.

As Mayor I intend to reinstitute a city planning office. The focus of this office will be to bring a new rationale to all city services as coordinated, well articulated actions clearly aligned with broad goals and strategies. This will bring a new level of transparency to city government as we heighten awareness of civic activity and lay out coherent processes for government activity.

This office will work collaboratively with the Syracuse-Onondaga County Planning Agency (SOCPA), the MDA, the Syracuse Metropolitan Transportation Council (SMTC), the Central New York Regional Planning and Development Board and other agencies involved in planning and revitalization efforts to achieve integrated planning and strategic project investment. It is time that we place city decision-making on the solid footing of sound planning. As Mayor I will begin the task of reestablishing the staff infrastructure to achieve this ideal.

STRATEGY #25

Make civic engagement a critical component of all city operations.

Fundamentally, a local government should belong to the people. The city government should reflect a higher level of transparency and direct citizen engagement.



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COMMUNITY DEVELOPMENT, HOUSING *and* NEIGHBORHOODS

Our city is home to pioneering organizations who have long advocated citizen engagement like FOCUS Greater Syracuse and the Onondaga Citizens League. These organizations are also recognizing the leadership example of President Obama who has mandated citizen participation as part of all federal agency operations. We must work in partnership with local organizations as well as with individual citizens to create a more accountable government whose operations are more directly affected by citizen input.

I intend to revamp the city's TNT (Tomorrow's Neighborhoods Today) citizen participation program and develop a clearer, more interactive and user-friendly city website in order to achieve this goal. I also intend to explore ways that public meetings, such as Common Council meetings, can be made more accessible by web or local access television broadcast. All of these efforts will be geared towards making the operations of each department more accountable to the public and more closely tied to citizens' needs and desires for the future.

These efforts will help to build public trust and increase civic awareness and engagement. A more educated and engaged citizenry can only lead to better government and better community outcomes.

STRATEGY #26

Immediately begin working with housing agencies and our neighborhoods to develop a housing plan and policies that articulate our principles and priorities regarding housing in order to properly guide funding and planning for housing efforts in the City of Syracuse.

Quality housing stock and housing options are critical to vibrant and successful neighborhoods and cities. For older, shrinking cities like Syracuse we face significant challenges in dealing with the harsh realities of market forces. Many of our older neighborhoods,

once home to proud and elegant houses of varying architectural type and character, are now dealing with abandonment, deferred maintenance and slum landlords

Fortunately, we have the expertise and capacity here locally to continue making strides in fighting these forces. Through the Community Development Block Grant (CDBG) program, the HOME program and other state and federal housing fund programs we are able to work in concert with local housing not-for-profit agencies to invest in our struggling neighborhoods.

However, new approaches are needed to more effectively coordinate housing efforts in the city. First the city must have a comprehensive and clearly articulated housing plan for the city. As it stands there is no guiding document or set of principles or priorities that direct how housing funds are spent. We are fortunate to have many active housing partners in Syracuse including Home Headquarters, Syracuse Model Neighborhood Corporation, Jubilee Homes, the Southeast gateway CDC, the Northeast Hawley Development Association, Housing Visions Unlimited, Empire Housing, and Christopher Communities. However, the city must provide strong leadership in coordinating how housing dollars are deployed in the community. The city should not place the responsibility to perform sound neighborhood planning solely on the housing agencies. The Mayor must provide the vision and direction for how housing efforts can be coordinated to create catalytic neighborhood impacts.

We must also focus on leveraging the investments that we and our housing partners make with our limited resources. When we spend public funds on housing projects we should focus on better leveraging those funds with revolving loans and other financial



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implements rather than one-time expenditures. Using such tools to prolong the availability of capital for housing projects will help to stretch the funds further and maximize the neighborhood impact.

While many of our federally and state funded housing programs focus on affordable housing it is also important to provide a balanced housing plan that provides quality affordable housing as well as funding to help stabilize transitional neighborhoods and to help reinforce our thriving neighborhoods. A balanced housing strategy will have a profound effect on the overall health of our housing stock, our neighborhoods and their marketability.

We also need to look at new models for dealing with vacant and abandoned properties in the city. The city currently has in excess of 1400 vacant houses. Vacant properties drag down surrounding property values and create blight that often leads to crime, vandalism and other social ills. We need a tool that will allow government forces to take control of abandoned properties in order to take a more significant role in neighborhood revitalization. A tool that may be able to serve this purpose is a land bank. Land bank authorities have been put into use in other parts of the country including Genesee County, Michigan which is home to the City of Flint. Land banks are public authorities that have the ability to work with county and municipal governments to take control of vacant properties through tax foreclosure. Once properties are under the control of this authority they could then be mothballed, demolished, rehabilitated, sold on the private market or otherwise be incorporated into neighborhood planning and revitalization efforts. The City of Syracuse, Onondaga County and the MDA have already been exploring how such an authority could be implemented here. This model could serve as a very powerful tool for planning, more sustainable tax collection in the long term and higher impact neighborhood and metropolitan revitalization efforts.

Certainly, a comprehensive and clearly articulated plan for housing that places an emphasis on coordinated leadership and

strategic, targeted investment and innovative solutions will have the greatest positive impact on our city's housing stock and our neighborhoods.

STRATEGY #27

Develop progressive zoning policies that place an emphasis on walkability, mixed-use, quality place-creation and strong urban design.

A city's zoning regulations serve as the blueprint for how development takes shape and creates a sense of place. The City of Syracuse zoning code is decades old. This has led to frequent variances from the code and to repeated conflicts between city and county administration, business people and the community.

Now that the City has completed a draft land use plan and design guidelines and standards we should begin to examine how these new plans can be reviewed and implemented. New zoning codes and design guidelines that create a clearer vision for the city and are prepared to handle development in our city including the University Hill area, downtown, our neighborhood commercial corridors and the Lakefront district will remove the ambiguity from the planning and approval processes. Zoning and design plans that strike a balance between market forces and community desires can help to create places in our city where people want to live, work and do business. We need clearer and more progressive zoning regulations that place an emphasis on walkability, mixed uses, sustainable development and quality urban design that engenders unique and exciting places. Zoning is an incredibly powerful tool that we must use to provide greater clarity for business people and residents as we begin moving the city towards a more prosperous future.



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STRATEGY #28

Develop a proactive approach to preservation that identifies historic properties before development or demolition is proposed in order to create clarity for property owners and members of the community while safeguarding our invaluable architectural assets.

As an older northeast city which has been home to renowned architects like Archimedes Russell and Ward Wellington Ward Syracuse has a rich architectural history. Many of our older buildings offer a view into our local and national heritage while also representing a unique and often desirable market niche that can not be replicated by new construction. Successful communities around the world have found ways to leverage these assets for healthier, more vibrant neighborhoods and business areas. Syracuse must also place an emphasis on historic preservation that protects our architectural heritage while reinforcing the incredible value that historic properties have as unique, marketable assets.

While preserving severely struggling structures is not always the most reasonable and beneficial path, preservation should be the norm rather than the exception. We must also take advantage of opportunities to make preservation more affordable. The recent passage of the expanded State Historic Rehabilitation Tax Credit is a tremendous example of the resources that are now being made available to facilitate historic preservation and economic development activities around the state. If we can effectively market this and other programs we can help make projects that are more sensitive to our historic assets more feasible.

It is also incredibly important for us to make the system more conducive to effective preservation and planning principles. Having an historic designation process that is proactive rather than reactive, establishing guidelines for designated properties that are clear and well communicated, and placing preservation within a larger

context of city planning and neighborhood revitalization can help us develop a more effective policy for our historic architectural resources and urban fabric.

STRATEGY #29

Work with local agencies and institutions to fully market our neighborhoods, recreational assets, entertainment venues, and arts and cultural institutions.

Some of our greatest community assets are often unknown to many people in and around the City of Syracuse. Our city holds a treasure trove of recreational, entertainment and arts and cultural resources that are currently under-marketed and often under-utilized. Places like the Rosamond Gifford Zoo at Burnet Park, the Everson Museum, Alliance Bank Stadium, the Museum of Science and Technology (MOST), Syracuse Stage, Jazz Central, the Delevan Art Gallery, the Syracuse Symphony Orchestra, the Onondaga County War Memorial and the OnCenter Complex are just some of the top flight venues and organizations that exist right in or near our urban core.

The hard part has already been accomplished in many parts of our community – these many quality places have been established and are successful. Now we must do a better job of marketing ourselves. Marketing efforts have been embarked on by most if not all of these many organizations. What we need is coordinated marketing that centralizes access to the wide array of different recreational, entertainment and cultural offerings our community has. By unifying the portal or gateway to this information a more cogent branding can take place that will make it easier and more appealing for visitors and

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local residents alike to sample the plethora of experiences Syracuse and Central New York has to offer. We want people to have the kinds of experiences that make them fall in love with our city.

STRATEGY #30

Develop a program that involves city departments, public entities, private companies, and citizens to clean up and beautify key locations in our city.

Fostering community beautification and aesthetically pleasing public places is a key component of regional success. In order to bolster pride and ownership in the community there must be significant efforts to make sure that the community is clean and pleasing to the eye. You can not be a wholly attractive and competitive city without presenting yourself as a place that people care about and take pride in.

The City's Department of Public Works has instituted full time litter pickup crews, and that is an important step. However, we still have very visible community gateways and public spaces that suffer from stray trash and debris. I believe this community is ready for a larger effort. Cities like Rochester have instituted programs where city staff, not-for-profit organizations and volunteer businesses and residents gather on special days in targeted areas to clean up those areas – together. We also need to explore how flowers, plantings and decorative lighting and signage can positively contribute to key areas. This doesn't just make a large and highly noticeable impact it also builds community and civic ownership.

While the City should be focused on creating a clean and attractive community everyday, I believe Syracusans are seeking the opportunity to get behind a coordinated effort to beautify their community. I intend to provide the leadership necessary to bring such programs to fruition.

STRATEGY #31

Revamp the Tomorrow's Neighborhoods Today (TNT) program to reflect a higher level of civic engagement and increase ownership by residents of our city government.

The City of Syracuse's citizen participation program, TNT, has been in existence for over ten years now. It is a program that brings residents from eight different areas of the city together on a monthly basis to share concerns, ask questions and participate in some community planning for their neighborhood. TNT has served as a vehicle for city residents to communicate more directly with city departments and the city administration. TNT has also facilitated the creation of some visionary citizen-driven neighborhood plans which have helped in making decisions about the city's general and capital budgets. TNT has certainly created an avenue for citizen participation with City operations.

However, the TNT program has its shortcomings. TNT meetings often focus on very small-scale complaints rather than how citizens believe the city government can systematically provide better planning and better services to the neighborhoods. To a great extent, TNT has lost its original focus on planning for targeted city services in order to reach a vision for the neighborhood and the City. The City needs to provide effective infrastructure for citizens to report potholes and missing street signs, but TNT should be focused more on fundamental and sweeping neighborhood improvement and empowerment.

Concurrently, the process lacks consistency in how development projects come before TNT groups for consideration.



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Some projects come to the groups early for full consideration, some come later in the process and others never come at all. There seems to be a false sense that development projects are required to go before TNT groups for approval. This is not the case and this confusion often creates frustration among TNT participants and angst for business people.

TNT has also fallen victim to unresponsive city departments in regards to attendance and issue follow-up. When people take the time to attend a TNT meeting and their concerns go unaddressed by city staff that typically does not lead to further engagement or confidence in the TNT process or city government.

In addition, TNT groups have been given relatively little control over how any public funds are spent. While the groups do make annual recommendations to the city operating departments regarding capital budget requests and have a few thousand dollars in escrow funds they can spend on projects (for which the guidelines are ambiguous), there is not enough opportunity for real citizen influence on the budgeting process to generate any significant neighborhood activism or buy-in.

I believe that the City's citizen participation program needs to be revamped to reflect a true neighborhood council system that is predicated on very clear expectations regarding purpose, functions, staffing and outcomes. I see the passion and dedication in those that participate in TNT. We must make sure that the time and energy spent by these dedicated citizens is not done in vain, and that we are sincere in our promises to the citizens that engage in this process. This program shouldn't be about the appearance of citizen participation in government and community organizing, it should be about the real, legitimate promise of access to their government.

STRATEGY #32

Pursue innovative options for improving our parks and public spaces and providing more robust recreational offerings.

Syracuse is home to over 170 city owned and maintained parks and recreation facilities. The City Parks Department runs facilities and programs including pools, tennis and basketball courts, ice skating rinks, ball fields, golf courses, playgrounds, and trails. We are lucky to have such ample parks and recreational facilities in our city. However, we must continue to the work to maximize the value we can get out of these facilities while also finding innovative ways to fund these services.

While having the ability to find a quiet respite in our city parks is important, they must be more than open space for people to spend free time. These parks are invaluable assets with incredible potential. Quality parks and open spaces are often key factors when attracting potential residents and businesses to a community. They can also serve as drivers of educational programs especially when linked directly to school curricula. The City Parks Department must work closely with the Syracuse City School District to utilize the parks as living classrooms where students can experience hands on learning about science, history and environmental protection. These city parks can serve as invaluable educational tools that we are already maintaining.

The depth and breadth of the parks and their facilities and services is another issue. In order to provide high quality parks facilities and programming for people of all ages, while striving to



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increase offerings and opportunities for new experiences, we are facing fiscal challenges that will make this increasingly difficult. We will have to find more innovative models for providing high level services without placing excessive stress on the city budget.

The city and county should explore what arrangements might be made to share parks and recreation services to maximize investment and reduce the financial burden. Another model that may be pursued is a public-private partnership like the Syracuse Parks Conservancy. The Conservancy would be an independent not-for-profit agency that would act as a citywide parks group dedicated to raising funds and providing personal support to the maintenance and upgrading of our park facilities and programs. The Parks Conservancy is already gaining traction and may be a way that we can continue to maintain and even expand city parks facilities and offerings without putting further strain on the taxpayer. These kinds of innovative approaches and alternative models may hold the key to a sustainable parks system that serves as a major asset to our city for years and decades to come.

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The Syracuse and Central New York area was first settled by the people of the Onondaga Nation. The Onondagas, the keepers of the Central Fire of the Iroquois Confederacy, have lived in these lands for many hundreds of years. Their way of life has been one of harmony with nature and attention to the effects that humans have on each other and the rest of the world. One tenet of their philosophy is to make decisions today with consideration for the needs of the seventh generation into the future.

We must honor this heritage and always be mindful of the effects, both short-term and long-term, of the decisions we make as a community. Along with amazing achievements in science, technology and communications the history of our nation since the industrial revolution has also been one of rapid resource consumption, sprawling urban development and enormous population growth. This growth has not always been well-managed and has often had negative impacts on our natural environment as well as human health. Locally we must be diligent in our decision-making. The way that the City of Syracuse pursues development and conducts municipal operations must be in keeping with principles of sustainability. We have a responsibility to ourselves, the world and future generations to be good stewards of our environment.

Sustainability is not just about the natural environment however. Good policies and practices in sustainability consider social justice, economic viability as well as ecological health. The decisions made at City Hall should always be with an eye towards these fundamentals.

Becoming a more sustainable city is more than just following recent trends and hopping on the bandwagon. “Going green” needs to be more than just a catch phrase. We must choose to be a leader in sustainable practices, not just because it’s the wave of the future, but because following sustainability means creating a more environmentally friendly city, cultivating a higher quality of life and becoming more fiscally responsible.

Many cities are taking significant steps to make their cities and municipal operations more sustainable. Some cities have hired sustainability advisors or coordinators. Some have instituted green zoning codes and design regulations to promote green building and more sustainable design. Some cities have completed long-range plans that set specific targets for greater sustainability, like the Greenworks Philadelphia plan. Cities like Portland, Oregon have merged planning functions with surrounding towns and villages to create regulatory authorities that advance smart growth principles and decisions.

The City of Syracuse must explore ways that we can move into the future with innovative strategies for reducing our carbon footprint, taking better care of our water resources, providing more sustainable transportation options, and promoting greater local food and energy independence. These are not easy steps. Governments are not used to operating this way. But these are important steps. We can not put these challenges we face off for our children and grandchildren to deal with.

It is time for our city government to take bold steps in making our community a more sustainable place to live, work and raise a family – not just for today, but for generations into the future.



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(summary)

GOALS

- **Reduce Syracuse's carbon footprint.**
- **Reduce negative impacts on the Onondaga Creek watershed.**
- **Reduce the volume and impact of energy consumption in the City of Syracuse.**
- **Foment smart growth principles in the Syracuse metropolitan area.**
- **Improve the City of Syracuse's local water, food and energy independence.**
- **Improve Syracuse's air quality especially in currently high-traffic areas.**

STRATEGY #33

Equip city government with personnel that can explore and implement sustainability solutions for our government and our city.

STRATEGY #34

Conduct a carbon footprint and ecological impact assessment for the city and for city operations and develop a long-term strategy for reductions.

STRATEGY #35

Work with OCRRA and others to increase recycling options and capacity for residents, businesses and in public places.

STRATEGY #36

Explore the development of "green codes" in the City of Syracuse to increase energy generation and efficiency options, promote urban agriculture and increase efforts to improve storm water management.

STRATEGY #37

Make green infrastructure techniques, urban forestry and energy efficiency measures the first choice for City operations – not the exception.

STRATEGY #38

Work with the Onondaga Environmental Institute, the Partnership for Onondaga Creek, the Onondaga Nation, Onondaga County, SUNY-ESF, the Syracuse CoE and others to begin implementation of the Onondaga Creek Conceptual Revitalization Plan.

STRATEGY #39

Make the construction and marketing of the Onondaga Creekwalk project a priority.



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STRATEGY #40

Work directly with the Syracuse-Onondaga County Planning Agency and surrounding towns and villages to explore ways we can develop policies that reduce sprawl and its negative environmental and social affects.

STRATEGY #41

Work with the Syracuse Metropolitan Transportation Council (SMTC) and CENTRO to pursue new models for mass transit that will reduce energy consumption while also creating economic development opportunities.

STRATEGY #42

Invest in public transportation, bicycle, car-share, and pedestrian infrastructure and accommodations to reduce vehicle miles traveled and improve public health.

STRATEGY #43

Provide incentives and other administrative implements that stimulate private sector investment in alternative energy, green building, green infrastructure, Brownfield remediation and progressive design.

STRATEGY #44

Work with Syracuse City School District to make all aspects of sustainability a regular part of the curriculum and classroom activity.

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GOALS

- **Reduce Syracuse's carbon footprint.**
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- **Improve Syracuse's air quality especially in currently high-traffic areas.**

STRATEGY #33

Equip city government with personnel that can explore and implement sustainability solutions for our government and our city.

The City of Syracuse currently employs staff to deal with law enforcement, fire protection, sanitation, engineering, economic development and many other areas of responsibility. However, there is no full time city staff dedicated to promoting sustainable municipal practices or to advocating for a greener community. Sustainability principles cross disciplines and must be implemented in a comprehensive manner across all city departments. I intend to designate city staff to fulfill this responsibility.

Having staff dedicated to examining all city operations through the lens of sustainability will ensure that principles of sustainability are at the forefront of all decision-making, not afterthoughts. This staff can also work to further empower the many organizations in Syracuse who have dedicated themselves to advancing our city as a more sustainable community. FOCUS Greater Syracuse, the Center of Excellence, SUNY-ESF, GreeningUSA, and the local chapter of the American Institute of Architects (AIA) and their Urban Design Studio are all groups who have been advocates for the broad issues of sustainability in Syracuse. GreeningUSA's 12 Traits of Sustainability and the AIA's Sustainable Design Assessment Team (SDAT) report are two documents that already begin laying a framework for a more sustainable Syracuse and Central New York region. These and other plans must be reviewed by city staff and activated.

Having staff with the abilities to not only discern what steps should be taken to achieve greater sustainability, but also to determine how to implement those steps, will be critical. Such staff will be invaluable in ensuring municipal practices that are more ecologically sensitive as well as cost effective for the long-term fiscal solvency of the city.

STRATEGY #34

Conduct carbon footprint and ecological impact assessment for the city and for city operations and develop a long-term strategy for reductions.

Carbon Dioxide emissions is one of the most significant factors affecting the warming that our planet is experiencing. We have all heard about how global warming



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poses a very serious threat to life on our planet. Climate change has the potential to endanger the Earth's coastline settlements, cause droughts in some parts of the world and floods in others, create unreliability in the world's food supply, cause habitat destruction and species extinction, and destabilize regions of the world where people may be in competition for diminishing natural resources.

As developed and developing nations alike increase in population and resource consumption, we are seeing rises in CO2 emissions. Later this year delegations from many nations will gather in Copenhagen, Denmark to discuss how CO2 reductions can be achieved. The disagreements in the global community have historically been about nations settling on shared reduction targets, and when some nations won't agree to aggressive targets then all nations shirk responsibility as if to say, "If they don't set aggressive targets then we won't either." This is not a productive tone.

We can not wait for all the nations of the world to get on board for us to do our part as a community. Syracuse should lead by example in taking CO2 emissions seriously. Our city government should conduct an assessment to determine the carbon footprint of its operations. The first phase is finding out what our emissions are and what they are generated by. After that, we will be equipped to create an action plan to make reductions in our carbon footprint. It is important for Syracuse to take these steps in order to make our community greener and healthier while also providing a leadership example in the region and the state.

STRATEGY #35

Work with OCRRA and others to increase recycling options and capacity for residents, businesses and in public places.

Syracuse has taken incredible steps in making recycling a part of our culture. Our community has become as recycling-friendly

as any in the nation. Children are taught about recycling in school and public relations campaigns by the Onondaga County Resource Recovery Agency (OCRRA) have gone a long way in educating people on what recycling is, why it is important and how people can participate. Well as our community is doing in regards to recycling education and operations more can still be done to increase our capacity.

We must work with OCRRA and our other recyclers to determine what steps should be taken to expand recycling options in Syracuse and Onondaga County. Increasing our recycling capacity is a critical component of reducing our overall waste stream as a community and this would limit our contributions to landfills.

STRATEGY #36

Explore the development of "green codes" in the City of Syracuse to increase energy generation and efficiency options, promote urban agriculture and increase efforts to improve storm water management.

Cities and states all over the country are now finding ways to reduce their ecological footprint and provide local independence by implementing "green codes." These codes often cover building codes, permitting for alternative energy operations, and zoning and land use issues. As part of the American Recovery and Reinvestment Act (ARRA), better known as the economic stimulus package, the federal government required states accepting Energy Efficiency and Conservation Block Grant funds to update their state building codes to improve



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energy efficiency. This is one example of how such regulations can be tailored to improve overall sustainability. The City of Syracuse must also review how our local building codes can be improved to encourage greater energy efficiency and lower carbon footprints.

Many communities are also exploring how urban agriculture can build community, reduce carbon footprints and increase local energy and food independency. Organizations like Syracuse Grows, Slow Food CNY, the Bread and Roses Collective, the Alchemical Nursery Project and others are already taking action on making our city more conducive to urban agricultural practices. Community gardening has been a large part of these efforts and such projects have made an incredible difference in our neighborhoods. These gardens beautify our city, build community amongst the gardeners and provide local sources of fresh produce to neighborhoods that experience food insecurity. These gardens have immeasurable benefits for the health of the environment as well as the gardeners and neighbors involved. The City of Syracuse must investigate how city regulations can be modified to enable citizens to produce more of their own food locally, either individually or communally.

Alternative energy production and progressive storm water management are other areas that must be considered. Things like solar panels, rain gardens, residential and large-scale wind turbines, and urban vegetable gardens were not really taken into consideration when our codes were written. Times have changed. We need to look at how these things can be facilitated in our city while being sensitive to the full spectrum of planning and neighborhood issues involved.

STRATEGY #37

Make green infrastructure techniques, urban forestry and energy efficiency measures the first choice for City operations – not the exception.

We recently saw how Onondaga County chose to alter the direction of their sewage treatment projects by scrapping the construction of sewage treatment plants in important residential and commercial areas in favor of green infrastructure. This decision was a sign that we can no longer do things the same old way. The City of Syracuse must also place an emphasis on more sustainable practices in this regard.

Green infrastructure techniques for water infrastructure, storm water management and urban forestry must be applied. Our city lost many of its older, majestic trees in the Labor Day Storm. We must continue to re-grow our urban forest as trees serve to beautify our neighborhoods, reduce the urban heat island effect and aid in storm water management.

We can also begin to explore how better storm water management can take place in the public right of way. Techniques like bioswales and pervious pavements can help reduce storm water and beautify city streets.

Additionally the City of Syracuse must look at how improved energy efficiency can be achieved in city-owned facilities and vehicles. Better efficiency for city operations isn't just better for the environment, it's better for the City's bottom line. All of these techniques should be delved into to improve our city's ecological and financial health.



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STRATEGY #38

Work with the Onondaga Environmental Institute, the Partnership for Onondaga Creek, the Onondaga Nation, Onondaga County, SUNY-ESF, the Syracuse CoE and others to begin implementation of the Onondaga Creek Conceptual Revitalization Plan.

The Onondaga Creek Conceptual Revitalization Plan was sponsored by the Onondaga Lake Partnership and developed by the Onondaga Environmental Institute (OEI) beginning in 2006. This plan was a product of a highly participative and comprehensive planning effort that culminated in a final draft in April of this year. This plan represents three years of exhaustive analysis and wide-ranging visioning based on the hydrological, biological, educational and recreational aspects of the Creek along with many other considerations.

The scientific, legal and social comprehensiveness of this plan is what gives it such incredible value. Implemented recommendations of this plan have the potential to transform Onondaga Creek into a hallmark of our community. We need to begin thinking of ourselves as a waterfront community. Onondaga Creek is one of our strongest north-south connections in the City of Syracuse, and we should be taking advantage of that attribute. A Creek that has greater access for education, recreation, renaturalization and redevelopment could be a powerful driver of economic development, neighborhood revitalization, public health and a more ecologically viable creek, lake and overall Syracuse region.

STRATEGY #39

Make the construction and marketing of the Onondaga Creekwalk project a priority.

The Onondaga Creekwalk project that is being undertaken by the City of Syracuse with the New York State Department of Transportation (NYSDOT) is a project that is creating pedestrian and bike facilities along the Onondaga Creek corridor. Parts of the Creekwalk have been completed in the Franklin Square area and soon portions of the second phase will be completed between Franklin and Armory Squares. As this is a NYSDOT project it is geared towards the transportation of pedestrians and bicycles and does not have funding available for creek channel modification, renaturalization, biological measures or recreational access.

However, this project is helping to provide critical infrastructure for alternative transportation as well as recreational activities along the creek. We must sure that the Creekwalk project fits within a larger vision for Onondaga Creek, make sure that the project is completed in the most timely possible fashion, and make sure that the community at large is aware of the project and is poised to utilize this amenity once it is completed. Increased appreciation for and use of spaces along Onondaga Creek can only lead to greater urban vitality.

STRATEGY #40

Work directly with the Syracuse-Onondaga County Planning Agency and surrounding towns and villages to explore ways we can develop policies that reduce sprawl and its negative environmental and social affects.

In the decades since the Second World War development patterns in the US have been characterized by ever



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expanding urbanized areas with spacious housing tracts and facilitating highways. The growth of suburban areas beyond traditional, densely settled cities and villages has been astounding in the last 60 years.

While metropolitan growth is often good for a region's economy and culture, unmanaged growth often leads to municipal inefficiencies, sky-rocketing infrastructure costs and spiraling disinvestment in the urban core. This has been true with the Syracuse metro area. Unplanned, unrestricted development in Onondaga County has led to a more sparsely populated region with a relatively unchanged total population. This is referred to as sprawl without growth. This pattern has been facilitated by New York State law which grants home rule, meaning that each individual city, town and village has the authority to make land use decisions. The sprawling development without population growth paradigm has grown our fossil fuel consumption and dependency, increased commuting times, reduced social and cultural connectivity, created large and expensive public infrastructure, and led to degradation in the urban core and in inner ring suburban village centers. This has set our region on an unsustainable path.

In order to have a more environmentally and economically sustainable community here in Central New York we must find ways to manage how and where we grow. Smarter growth and investment will lead to less resource consumption, stronger economic centers, better transit systems, better connection to agricultural and natural lands, improved social integration, lower taxes, and a higher overall quality of life for our region. By working in concert together we can find ways to pursue more progressive patterns of development for the next 60 years.

STRATEGY #41

Work with the Syracuse Metropolitan Transportation Council (SMTC) and CENTRO to pursue new models for mass transit that will reduce energy consumption while also creating economic development opportunities.

Syracuse has a long transportation history. In fact Syracuse owes much of its very existence to the transportation industry. Without the Erie Canal Syracuse might be little more than a very small agricultural town today. Crossed by the old Genesee Turnpike, the Erie Canal and the New York Central and the Delaware, Lackawanna, & Western Railroads Syracuse's location and proximity to transportation corridors played a large role in its development. Syracuse was also home to several street car lines which carried passengers through different parts of the city. After the street car lines were removed in Syracuse buses became the primary mode of public transportation.

Our bus system, now CENTRO, services the metropolitan area, in some cases by alternative fueled vehicles. In partnership with CENTRO and the Syracuse Metropolitan Transportation Council (SMTC) we need to explore how the current mass transit system can be enhanced, expanded or changed to increase ridership, reduce private vehicle miles traveled and to create economic development opportunities. A more robust system that is clean, safe and safe-feeling, very easy to use and has the flexibility and speed people are looking for may attract more people to Syracuse and will provide incredible local benefit.



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We have seen elsewhere in the world that when public transit is heavily utilized it also reduces on fossil fueled, single occupancy vehicles while simultaneously provides opportunities for economic development. Whether it is bus rapid transit with dedicated bus lanes or a light rail system reminiscent of our old trolleys, we have to bear in mind the economic development potential that enhanced public transit can have on a metro area as well as on targeted zones along routes. By working with the SMTC, the New York State Department of Transportation and the Federal Department of Transportation's Federal Transit Administration we can apply for New Starts Funding that may eventually give us the opportunity to implement a new model that will provide economic, social and environmental benefits to the Syracuse metro area.

STRATEGY #42

Invest in public transportation, bicycle, car-share, and pedestrian infrastructure and accommodations to reduce vehicle miles traveled and improve public health.

As energy prices continue to rise annually and public consciousness of environmental issues increases people will want convenience and safety in alternative forms of transportation. As such we should be prepared to facilitate those changes by investing in infrastructure that is conducive to many forms of transportation.

The City of Syracuse should work collaboratively with Onondaga County, the Central New York Regional Transportation Authority (including CENTRO), the Syracuse Metropolitan Transportation Council (SMTC), the New York State Department of Transportation, BikeCNY!, CuseCar and others to determine community needs and implementation strategies. The City of Syracuse should pursue complete streets that bring together green infrastructure and safe, easy to use facilities for pedestrians, cyclists, public transit, and car share programs. Such streets are often safer

with slower motor vehicle speeds. As a result of slower, safer streets with multi-modal accommodations such areas are generally well-suited to neighborhood-scale business development. This approach to transportation can increase the attractiveness of an area, improve public health, incite economic development and enhance the environmental quality of a place and its surroundings.

STRATEGY #43

Provide incentives and other administrative implements that stimulate private sector investment in alternative energy, green building, green infrastructure, Brownfield remediation and progressive design.

Approximately 12% of the nation's CO2 emissions comes from buildings. If we are to do our part as a community in the fight against climate change we must find ways to incite private sector action to build healthier buildings.

By using tax incentives, financing programs, faster permitting or access to Brownfield Opportunity Area (BOA) funding we can assist private sector developers in practicing more advanced green building techniques that will have benefits to the entire community as well as the private market. Such programs may make it easier for us to incite the private sector to design the privately-owned built environment in a more progressive and environmentally friendly way.



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Section Five

SUSTAINABILITY and the ENVIRONMENT

(cont'd.)

STRATEGY #44

Work with Syracuse City School District to make all aspects of sustainability a regular part of the curriculum and classroom activity.

Whether the topic is recycling, green building, storm water management or smart growth real, lasting change towards more sustainable lifestyles happens over many years. To achieve this change we must begin educating our children about these topics and the effect that all ways of life have on the environment and on other people around the world. That's why we need to ensure that our students are learning about these topics everyday in school from a very young age.

Programs like GreeningUSA's Sustainability Academy have provided excellent opportunities for children and adults alike to learn about what sustainability is, why it is important to all of us and how we can each participate in making our world a little greener. We must support and follow the example of these programs and begin making a more focused effort to integrate lessons of sustainability into the school curricula. With many beautiful parks and open spaces, organizations like the Center of Excellence and institutions like SUNY-ESF right here in Syracuse it should not be difficult to give our students hands-on learning experiences that will illustrate the elements and processes involved with these topics while also getting them excited about how they can play a direct role in making our community and our world a better place.

Section Six

GOVERNMENT MODERNIZATION *and* EFFICIENCY

New York State is an old government entity. With legally designated cities, towns and villages dating back hundreds of years many of the government structures we still hold now were first realized in those early days. Designations like city, town and village have meaning when it comes to taxation and municipal regulation and municipal service. But what else do they mean? Do these designations reflect today's realities? If we had to make our governments in New York State over again today, would we make them the same way?

These are the questions we need to be asking ourselves and each other as we face the tough fiscal and service related challenges ahead. We must put all that we know about government services here in Central New York under firm examination as we assess the benefits and problems that exist. We must strive to make our city government more effective and efficient while also keeping an eye towards how our region provides services across municipal boundaries.

We must take an innovative approach to service provision, always considering how new technology and new media can be employed for better services and communication with the public. New technology can aid us in our efforts to save money and provide better, more targeted services.

We must also strive to employ the most talented, qualified workforce to administer these innovative programs and services. We are fortunate to have world-class academic institutions, expert organized labor and incredibly dedicated, hard working individuals here in our city. We must tap into our incredible human resources to put the best expertise to work in our city government.

Steps must also be taken to push our data management and quality control systems as far as possible to maximize efficiency across

city departments. Syrastat can serve as an excellent base of data and process to make sure that we are making year to year improvements. This system must also set clear targets though and illustrate forecasting of projected demographics, revenues and required services to be more effective. This tool should also be used geographically to determine areas of greatest need across city functions in order to take our levels of service and efficiency to a new intensity.

Concurrently, these systems must also be transparent so the public can always be clear on what their government is doing and why it is doing it. It is important for the citizenry to understand the rationale that is being employed to make decisions with their tax dollars.

And even as we strive each day to make city operations more innovative, more efficient, more targeted, and more accessible we must also engage in the tough but important conversations about where we go from here as a region. True reform has been long deferred in this state. In order for us to meet the challenges that government is facing and will face in the coming years, we must think outside of the box and think critically about what is right for the future of this community.

We can no longer afford to just try to do the same old things a little bit better. It is time for us to fundamentally change how we do the people's business here in the City of Syracuse and explore the new ways that we might improve the quality of life for ourselves and for future generations of Syracusans.



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Section Six

GOVERNMENT MODERNIZATION and EFFICIENCY

(summary)

GOALS

- **Remake a City government that provides better services at higher efficiency.**
- **Pursue service sharing agreements with other local governments.**
- **Advance government modernization conversations in our community.**
- **Use technology to foster improved communication and participation in civic affairs.**

STRATEGY #45

Provide personnel solutions that promote cross-departmental action and creates higher efficiency, greater effectiveness and maximizes overall public investment.

STRATEGY #46

Develop a multi-media approach to communicating the goals, strategies, actions, progress, and public meetings and participation opportunities of the city government in order to create transparency and promote civic awareness and engagement.

STRATEGY #47

Pursue the creation of an Airport Authority for Syracuse Hancock International Airport.

STRATEGY #48

Create a city government structure that is logical for operational effectiveness, conducive to innovation and creativity, clear for citizens to understand and most efficient with our limited city resources.

STRATEGY #49

Develop a fully integrated data management and mapping system that tracks and illustrates current service deployment and areas of need in order to more effectively and efficiently guide public services and investments.

STRATEGY #50

Reach out to government leaders in Onondaga County and the Central New York region to explore new ideas for service sharing and government modernization.

Section Six

GOVERNMENT MODERNIZATION and EFFICIENCY

(cont'd.)

GOALS

- **Remake a City government that provides better services at higher efficiency.**
- **Pursue service sharing agreements with other local governments.**
- **Advance government modernization conversations in our community.**
- **Use technology to foster improved communication and participation in civic affairs.**

STRATEGY #45

Provide personnel solutions that promote cross-departmental action and creates higher efficiency, greater effectiveness and maximizes overall public investment.

I believe that in order for city government to step into the 21st Century we need city staff that are able to think critically, plan and take action across departments. While we do have very talented people within each of the existing city departments, we are lacking the personnel to take this larger view. A view that could create exciting new programs, spur synergistic planning and project operations, and create greater efficiency and cost-effectiveness for our tax payers.

In order to achieve these goals I believe we need a more logical personnel structure that incorporates a planning office and

other top level personnel that can spearhead major projects and fast track important initiatives. This city staff must fit within a logical government structure that is easy for citizens as well as those within the government to understand, but it is important that we have dynamic employees that can create the kind of synergy and coordination that a 21st Century government needs to find greater success.

STRATEGY #46

Develop a multi-media approach to communicating the goals, strategies, actions, progress, and public meetings and participation opportunities of the city government in order to create transparency and promote civic awareness and engagement.

The City's Syrastat program has played a very important role in how city services are deployed throughout our many neighborhoods over the last eight years. This program has placed an emphasis on operational awareness and year to year data tracking. However, this program often lacks the kind of goal-setting and transparency that would enhance citizen awareness and engagement.

I believe tax payers have a right to know what their government is doing and what the rationale is for action. As Mayor I would put further power to our data management and quality control systems by setting clear goals and targets for services, and clearly articulating our goals, actions, measures and outcomes to the public. The City's website could be the perfect venue for this kind of communication. This kind of open and



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Section Six

GOVERNMENT MODERNIZATION and EFFICIENCY

(cont'd.)

transparent operation is not only good government, it also has the potential to generate intense public interest and engagement in the democratic process. Greater participation and buy-in from our citizens will only further empower our community to turn the page to a brighter future for the City of Syracuse.

STRATEGY #47

Pursue the creation of an Airport Authority for Syracuse Hancock International Airport.

Our airport is one of our most important community gateways. For many visitors to our great city the airport is the first thing they see and the first place they experience. First impressions are important. We must make sure that Hancock International Airport has the facilities and amenities that showcase the beauty, hospitality and vitality of our city and our region.

The creation of an airport authority will offer a model for financing that will free up the City's ability to bond for other projects while adequate financing of the airport facilities themselves will not be dependent on the City's ability to issue bonds. As we are constitutionally limited in our ability to issue bonds, it is important that the airport receives the kind of upgrades and maintenance that is required to have a first-rate facility. As we face even tougher financial challenges ahead, it will be important for us to use creative strategies like this to solve difficult problems with financing and quality service.

STRATEGY #48

Create a city government structure that is logical for operational effectiveness, conducive to innovation and creativity, clear for citizens to understand and most efficient with our limited city resources.

For decades we have heard about how organizations in government and business need to break out of their traditional silos in order to achieve a higher level of success. Still, we deal with the same silos today in city government. Currently the City's operating departments are somewhat arbitrarily placed under a different Director with little regard for how the operations of one department under the purview of Administration might be critically linked to the operations of another department under Operations. While a certain amount of communication does regularly take place between Commissioners, each department seems to identify as its own organization unto itself rather than as part of one larger united organization – the city government.

This mindset is incredibly detrimental to achieving fully coordinated public services that yield better outcomes and synergistic results that save money. Relatively minor changes to the current structure can be made to significantly increase efficiency and promote a more logical and easy to understand arrangement. Structural and personnel changes can be made reasonably quickly and can help us make a more streamlined and creative city government.

STRATEGY #49

Develop a fully integrated data management and mapping system that tracks and illustrates current service deployment and areas of need in order to more effectively and efficiently guide public services and investments.



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Section Six

GOVERNMENT MODERNIZATION and EFFICIENCY

(cont'd.)

Compiling data regarding service needs and service provision is incredibly important. Budgeting and operational decisions are often based on such data. However, without a comprehensive and graphically detailed mapping component to our data management systems, how are we to truly know if we are providing services in the most effective and efficient possible ways?

The City's Syrastat data management and quality control system must be linked to a Geographic Information System (GIS) tool that can overlay myriad indicators that can better aid us in making decisions about service deployment across all departments. We need to be able to more fully understand the connections between housing issues, code information, schools, social service needs, proximity to parks and open space, police force deployment, location of structure fires and countless other indicators. Without a geographic representation of these factors it is very difficult to equitably and effectively provide public services without wasting finite resources.

STRATEGY #50

Reach out to government leaders in Onondaga County and the Central New York region to explore new ideas for service sharing and government modernization.

While it is a fundamental responsibility to improve how our city government functions for the people of Syracuse, and a responsibility as Mayor that I will not take lightly, it will also be important to explore how Central New York can achieve better outcomes through new models of governance.

Every point in my plan as Mayor is in keeping with a vision for our city. That vision is one of opportunity, vitality and self-actualization for our community. I am committed to passionately pursuing that vision. What we must ask ourselves as we move forward

is, how are the next critical opportunities going to be presented in our community? How will that vitality spread through our community and how is our community defined? And who is able to achieve that self-actualization? We must rethink our ideas of community.

As Mayor I intend to reach out to other leaders here in Central New York to discuss their visions for success as well as mine. I believe we can find much common ground that can serve as a basis for future success. Through this communication and desire to improve the quality of life I believe that we as a city and as a region can reach a brighter future for Syracuse and Central New York.



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